

The City of Harrisburg

**DEPARTMENT
OF
ADMINISTRATION**

2006 ANNUAL REPORT

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Mayor**

**Linda Lingle
Business Administrator**

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**DEPARTMENT OF ADMINISTRATION
2006 ACCOMPLISHMENTS**

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DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

The Department of Administration performs the fiscal and central administrative functions of the City. The Business Administrator, who is appointed by the Mayor, heads the Department of Administration and has the authority to oversee the management of all City departments to ensure the proper administration of their operations. The Business Administrator acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on the Penn State Harrisburg Board of Advisors, the Pennsylvania Municipal Retirement System Board of Directors, the Community Action Commission Board of Directors, The Pennsylvania League of Cities and Municipalities, and the City of Harrisburg Police Pension Board. The Business Administrator may also perform as the Acting Mayor in the Mayor's absence.

The Department of Administration has one Deputy Business Administrator. The Deputy Business Administrator may perform as the Acting Business Administrator in the Business Administrator's absence.

The Business Administrator directs the activities of two offices and four bureaus, with the assistance of the Assistant to the Business Administrator and a Confidential Secretary.

The Mayor's Office for Labor Relations

The Mayor's Office for Labor Relations was headed by the Director for Labor Relations with assistance from a Labor Relations Assistant. This Office was responsible for all labor-related functions, except contract negotiations, and for interaction with the City's three union groups: the IAFF Local 428, the FOP Capitol City Lodge #12 and AFSCME Local 521. The Director conducted labor/management meetings with each labor group, assisted in the preparation of disciplinary action, served as the City's advocate at grievance hearings and participated in contract negotiations. The Mayor's Office for Labor Relations was also responsible for conducting in-house training for managers on supervisory and disciplinary techniques, and on contract language and administration. This Office worked closely with all City Department and Bureau Directors, the Affirmative Action Officer and the Bureau of Human Resources. The office was closed October 26, 2006 due to fiscal constraints.

The Affirmative Action Office

This Office is headed by an Affirmative Action Officer who is responsible for implementing the City's Affirmative Action Policy which assures equal employment opportunities. The Affirmative Action Officer assists in the recruitment, hiring, compensation, appointments for advancement (including

upgrading and promotion), transfers, and terminations of employment to verify that discrimination does not occur because of race, color, religion, national origin, ancestry, place of birth, sex, age, veteran status, non-job related handicap or disability, marital status, general education, or sexual preference/orientation. The Affirmative Action Officer also evaluates the demographic statistics of the City of Harrisburg to verify that equal employment opportunities are consistent with the relevant labor market, and also provides training for management and bargaining-unit employees on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act, the Family Medical Leave Act and other related subjects.

The Bureau of Financial Management

This Bureau, headed by the Deputy Business Administrator, oversees the fiscal management of the City, as well as the activities of the Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management Offices. Specific activities include the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this Bureau aids in the administration of the City's three pension plans and provides in-depth financial analysis to the Administration and City Council upon request. The Accounting Office manages the annual financial audit and the resulting Comprehensive Annual Financial Report (CAFR) development, cash flow and performs accounts payable functions. The Office of Budget and Analysis is responsible for the development, preparation, distribution, and daily administration of the City's annual budget. This Office is also responsible for the preparation and distribution of the City's Mid-year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30th of the current year, as compared to June 30th of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This Office assures fair and equitable distribution of City contracts and agreements for capital and non-capital products and services. This Office is also responsible for preparing public bid specifications, advertisement of bids, and awarding of contracts. The Office of Insurance and Risk Management, comprised of a Loss Control Officer and an Administrative Assistant, handled the City's insurance, workers' compensation, and loss control programs. This Office, in conjunction with the City Solicitor's office and the Mayor's Office for Labor Relations, participated in all litigation cases and processed all insurance claims. Other responsibilities included risk financing and employee health and safety matters. The Risk Management Office was closed October 26, 2006 due to fiscal constraints.

The Bureau of Human Resources

The Bureau of Human Resources, headed by the Director of Human Resources, maintains personnel records for all employees and processes all salary increases. This Bureau also includes the Payroll Office which handles the bi-

weekly payroll for City employees, maintains all payroll registers and implements all federal and state deductions and voluntary contributions. Additionally, the Bureau of Human Resources is responsible for recruiting, testing, screening and hiring applicants, and for the orientation of new employees. The Bureau works closely with the Affirmative Action Officer in recruitment, general policy implementation, and administration of the Family and Medical Leave Act and the Americans with Disabilities Act. The Bureau also develops job descriptions for management and bargaining-unit positions, monitors automatic step progressions for bargaining-unit employees, and manages the internal bid process. Responsibility for effecting merit increases, based on performance evaluations, also lies with the Bureau of Human Resources. Additionally, the Personnel Officer administers all of the Civil Service Rules and Regulations and the recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement. The Benefits Coordinator is responsible for managing employee pension and healthcare benefits.

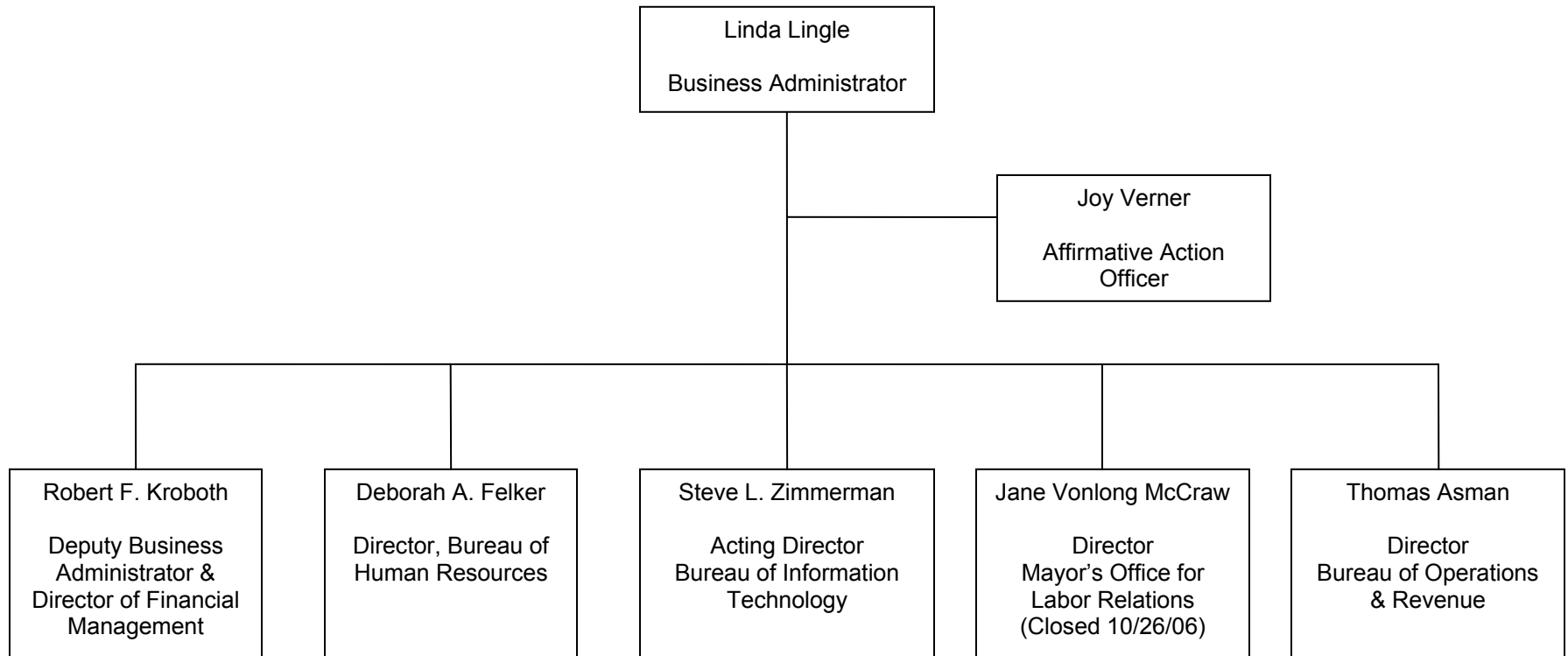
The Bureau of Information Technology

The Bureau of Information Technology is responsible for most computer programming including: implementation of relevant databases; maintaining and monitoring of the City's billing, payroll process, inventory, accounting, and insurance claims management systems, as well as computer-aided dispatch, parking ticket and meter bag systems. The Bureau also produces field reports for all service calls for police and fire, and provides technical support and maintenance of the City's mainframe, personal computers and local and wide area networks. In addition, the Bureau of Information Technology operates the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to link into a common database. The METRO system is one of the few regional police information systems in the Nation.

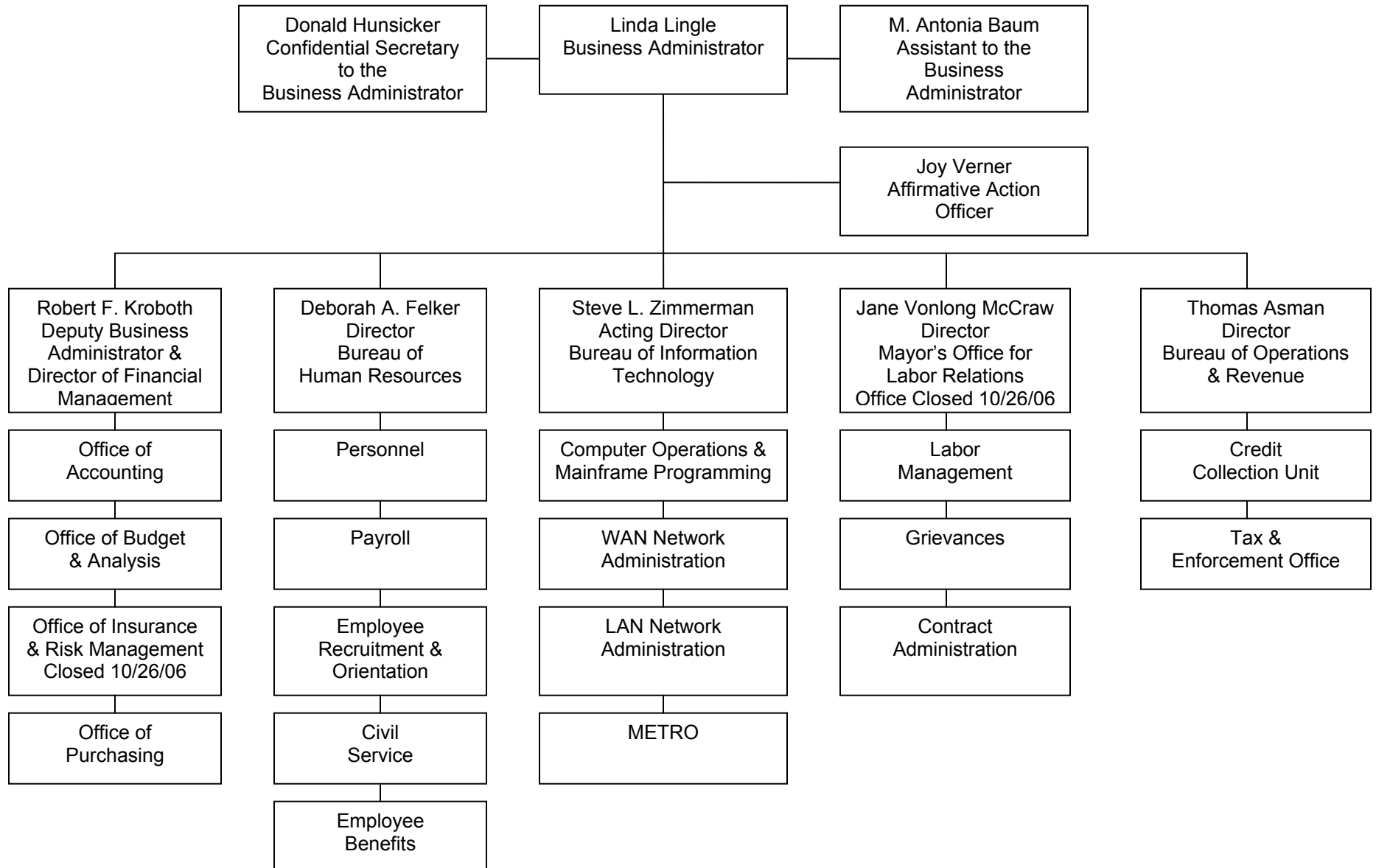
The Bureau of Operations and Revenue

The Bureau of Operations and Revenue is primarily responsible for the billing of utility services, real estate and mercantile taxes. The Bureau manages the City's collection processes, which includes the Water Shut-Off Program. In addition, the Bureau is responsible for the filing of liens and civil suits to secure debt owed to the City. The Bureau is managed by the Director of Operations and Revenue and the Operations Manager. The Bureau also works closely with The Harrisburg Authority, the Bureau of Water and the Office of the City Solicitor. The Bureau is comprised of two units: Collections and Customer Service and Mercantile Tax and Enforcement.

ORGANIZATIONAL CHART A
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101



ORGANIZATIONAL CHART B
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street * Harrisburg, PA 17101



OFFICE OF THE BUSINESS ADMINISTRATOR 2006 ACCOMPLISHMENTS

The Office of the Business Administrator oversees the fiscal and administrative functions of the Department of Administration and of the City. The Business Administrator also has the authority to oversee the management of all City departments to ensure the proper administration of their operations. In addition, the Business Administrator acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on Boards and Committees.

Accomplishments:

- Coordinated staff efforts to facilitate a study conducted by the PHRC, at the Mayor's request, of Bureau of Police policies and practices.
- Conducted contract negotiations with the IAFF Local 428, the FOP Capital City Lodge #12 and AFSCME Local 521. Finalized the FOP contract.
- Met with the Executive Director of AFSCME, District Council 90 to resolve issues concerning manpower shortages and vacation scheduling.
- Met with a delegation from Argentina to provide an overview of City Government operations.
- Facilitated staff efforts to streamline the Residential Parking Permits process.
- Coordinated staff efforts to produce the Mid-year Report.
- Coordinated staff efforts to insure that the Annual Audit Report was filed timely.
- Spoke at the PA State Mayor's Association Meeting on the City of Harrisburg's Two-Tier Tax Program.
- Coordinated efforts for the layoff of staff necessitated by the City's fiscal circumstances.
- Coordinated staff efforts to implement the Automatic Utility Debit program which allows property owners to have utility payments automatically deducted from their bank accounts.
- Facilitated the preparation of the City's 2007 budget.
- Completed National Incident Management (NIMS) training.

- Facilitated the reimbursement of funds to the City of Harrisburg Police Pension Plan which were lost as a result of misapplied pension service credits.
- Monitored the progress of the Incineration and Steam Generation Facility's retrofit project and participated in planning sessions related to such.
- Heard one Fire Grievance and one FOP Grievance at the third step.
- Attended Public Safety Command Staff and Cabinet meetings, Police Pension Board and the Community Action Commission Board of Directors' meetings.
- Addressed various citizen complaints and requests. Reviewed and approved approximately 1,270 Payroll Action Forms, 1,051 Compensatory Leave Report Forms, and 283 Overtime Authorization Forms.

Mayor's Office for Labor Relations 2006 Accomplishments

The Mayor's Office for Labor Relations (MOFLR) was responsible for contract administration of the City's collective bargaining agreements with the AFSCME Local 521, the FOP Capital City Lodge No. 12 and the IAFF Local 428. The Office drafted all disciplinary reports for all AFSCME bargaining-unit employees to ensure correct and consistent disciplinary action throughout City Government. The Office conducted quarterly meetings with managers of AFSCME employees to insure correct contract interpretation/application and provided a forum for discussion and resolution of problems and issues. The Office was also responsible for policy recommendations, proper meet-and-discuss obligations and dissemination of approved policies as well as advocacy when grievances were filed for all three (3) union groups. In addition, the Office developed contract proposals, assisted the Business Administrator in various capacities during contract negotiations and worked in conjunction with other City agencies to effectively represent the City in other venues, as required.

In 2006, the Mayor's Office for Labor Relations accomplished the following:

Labor Management Meetings:

- Conducted 6 Labor Management meetings with FOP Capital City Lodge No. 12.
- Conducted 5 Labor Management meetings with AFSCME Local 521.

Grievance Activity:

- Processed and/or resolved 10 AFSCME grievances.
- Processed and/or resolved 2 FOP grievances.
- Argued 2 FOP grievances at the Third Step.
- Processed and/or resolved 5 IAFF grievances.

Discipline Preparation:

- Drafted 176 disciplines for City managers of AFSCME employees.

Manager Training:

- Conducted 2 Quarterly Meetings for City Government Managers.
- Conducted 3 Quarterly Meetings for Installation Managers.

Collaboration with Human Resources and Affirmative Action:

- Conducted 7 Labor Relations Task Force Meetings.
- Conducted 2 Workplace Violence Investigations.
- Conducted 7 Loudermill Hearings.
- Conducted 2 Pre-Termination Hearings.

Other Significant Activities:

- Communications Center Schedule Change - On 05/11/06, the MOFLR Director met with the Technical Services Administrator to discuss staffing shortages in the Communications Center and a proposed Communications Center schedule change. AFSCME partnered with Communications Center management to explain the necessity of the schedule changes which were subsequently made.
- Created a Training Program for new management personnel. Topics pertained to effective management of AFSCME bargaining-unit employees, including how to supervise in a union environment and training on the AFSCME contract, the City's Work Rules and various City policies.
- The MOFLR was relocated from the McCormick Public Services Center to the City Government Center.

This office was closed October 26, 2006 due to fiscal constraints.

OFFICE OF AFFIRMATIVE ACTION 2006 ACCOMPLISHMENTS

The Affirmative Action Officer (AAO) is charged with monitoring the City of Harrisburg's business practices to ensure that the City is in compliance with federal, state and local anti-discrimination laws and regulations related to equal opportunity and affirmative action. In that capacity, the AAO performs the following functions: (1) investigates complaints under the Non-Discrimination and Anti-Harassment Policy; (2) monitors compliance with various federal, state and local anti-discrimination statutes, including the Pennsylvania Human Relations Act, Title VII, and the Americans with Disabilities Act; (3) monitors compliance with the Family and Medical Leave Act (FMLA) and administers FMLA leave claims for all City employees; (4) develops or enhances City policies and procedures for recommendation to the Business Administrator; (5) provides guidance and technical support to all departments with regard to City policies and compliance issues; (6) serves as technical consultant for the City's Residential Disabled Parking Program and, (7) monitors personnel transactions (recruitment, selection, hiring, promotions, terminations) to ensure equal opportunity and non-discrimination.

Investigation of Complaints

- Conducted investigations in accordance with the City's Non-Discrimination and Anti-Harassment Policy.

Equal Opportunity Reports/Compliance Reviews

- Prepared and filed EEO report for the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).
- Prepared and filed *Status of Women in Policing Survey* for the National Center for Women & Policing.

Development or Enhancement of Policies and Procedures

- Workplace Violence Policy: developed criteria for assessing behaviors.
- Assisted with review of Workers' Compensation claims.

Labor/Human Resources

- Participated in 11 Loudermill/Pre-Termination Hearings.
- Participated in 9 Labor Relations Task Force Meetings.
- Participated in 6 Civil Service Commission Meetings.

- Attended 19 other meetings regarding personnel matters.
- Coordinated labor matters (November & December).

Administration of Modified Duty Requests

- Tracked all requests and provided guidance to supervisors.
- Received 4 requests for modified duty.
- Processed 10 pieces of correspondence on modified duty.

Administration of Family and Medical Leave

- Managed an average of 46 claims per month.
- Responded to inquiries concerning the City's FMLA policy.
- Conducted training for Bureau Directors on the Family and Medical Leave Act.
- Received 27 FMLA Inquiries (Information Only).
- There are 65 open FMLA Claims (internal) and 1 open FMLA claim (external).

Residential Disabled Parking Program

- Reviewed applications for eligibility determinations.
- Processed hardship applications.
- Created letter templates for issuance to residents.
- Handled complaint calls from residents awaiting sign installations.

Domestic Partner Benefits Program

- Received 3 inquiries on the Domestic Partner Benefits Program.
- Approved 3 applications for the Domestic Partner Benefits Program.

Recruitment, Hiring And Separations

- Processed 5 recruitment mailings.
- Received 8 inquiries on recruitment.
- Approved 32 Affirmative Action Certificates.
- Disapproved 2 Affirmative Action Certificates.
- No decision rendered on 5 Affirmative Action Certificates.
- Received 13 Exit Interview forms.

BUREAU OF FINANCIAL MANAGEMENT 2006 ACCOMPLISHMENTS

The Bureau of Financial Management is responsible for the fiscal management of the City. This includes the management of all funds, accounting for all assets, production of financial documents, administration of the budget, debt management, insurance and risk management, and purchasing functions. In addition, this Bureau aids in the administration of the City's three pension plans. Lastly, the Bureau provides in-depth financial analysis and research to the Administration, City Council and various governmental and non-governmental agencies.

Accounting and Financial Reporting:

- Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Association (GFOA) of the United States and Canada in January 2007 for the City's Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2005, which was prepared during 2006. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for the 19th consecutive year represents a significant accomplishment by a government.
- The City's Single Audit Report for the year ended December 31, 2004, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania. This annual report prepared by accounting staff and audited by McKonly & Asbury LLP, CPAs, accounted for all federal and state grant programs in excess of \$300,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. Additionally, the 2005 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and the Commonwealth of Pennsylvania in a complete and timely manner.
- Played a significant role in successfully maintaining a credit rating of "Baa" by Moody's Investors Service and, "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.
- Completed the 2005 State Liquid Fuels Report, which details expenditures of the State Liquid Fuels Tax Fund and timely filed the report with the Pennsylvania Department of Transportation by the January 31, 2006 deadline.
- Completed the Debt Statement and Tax Rates sections of the PA DCED Annual Audit and Financial Report filed by the City Controller's Office by

March 15th of each year. This report is required, in part, to enable the City to be eligible to receive State Liquid Fuels Tax receipts, which totaled \$846,056.60 in 2006.

- Completed the PA DCED Annual Survey of Financial Condition due March 15th of each year. This report is also required, in part, to determine eligibility for receipt of State Liquid Fuels Tax receipts.
- Completed the 2005 Public Utility Realty Report for an April 1, 2006 submission to the PA Department of Revenue. This annual report establishes the basis on which the City will receive the equivalent of real estate tax receipts from public utilities that own real property within the City. The City received \$39,536.35 in 2006 for these efforts.
- Final 2005 financial statements for the Police Pension Fund were approved for release by the Board and were subsequently issued. No audit findings were noted.
- Finalized and distributed the 2005 Indirect Cost (actual and full cost) Plans. These plans are the basis for determining General Fund administrative service chargebacks to the CDBG and Utility Funds.
- Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2005 CAFR, and provided support to the Budget Office with regard to its submission of the 2006 Budget document for consideration of GFOA's Distinguished Budget Presentation Award.
- Filed the yearly Form 1096 with the Internal Revenue Service by the stipulated February 28, 2006 deadline. This Annual Summary and Transmittal of U.S. Information Returns reports the amounts the City has paid to vendors that meet the federal requirements. Additionally, the Accounting Office worked in conjunction with other departments throughout the year to establish an accurate vendor file and collect the required documentation from each City vendor to facilitate a timely reporting to the Internal Revenue Service.
- Assisted the City Treasurer's Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.
- Coordinated disbursements for various agencies utilizing Hotel Tax Proceeds and other funding sources.
- The Accounting Office further utilized various capabilities of the Pentamotion Financial Management System for the 2006 fiscal year.

- Initiated periodic meetings with The Harrisburg Authority and Resource Recovery staff in order to maintain cash flows for payrolls, benefits, and the proper reduction of accounts payable at the Resource Recovery Facility.
- Prepared and reconciled the 2005 GPR Report to the Department of Housing and Urban Development (HUD) and the 2005 Schedule of Expenditure of Federal Awards.
- Provided the City's bond counsel with electronic-file audited financial statements for 2005 and 2006 as part of the due diligence process for various bond issues.
- Worked with the Budget Office to determine the City's Minimum Municipal Obligation for the City's three pension plans and filed the corresponding reports by the September 30, 2006 deadline.
- Completed the City's 2006 capital lease financing with Municipal Capital Corporation.
- Processed 60,450 accounts payable records, 7,192 warrants (checks), and 700 journal entries with 26,341 account codes.

Budget and Analysis:

- The most significant accomplishment of the Office of Budget and Analysis in 2006 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2006 Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the 16th consecutive year.
- After the 2006 Budget was approved in late January, work began on compiling the 2006 Approved Budget document. The Community Profile section of the 2006 Budget document was substantially reworked from prior editions. The document was completed, printed, and submitted to GFOA within the required 90-day timeframe.
- Under the direction of the Executive Director of The Harrisburg Authority, office members participated in the Water Revenue Task Force. The Office of Budget and Analysis worked with other City personnel to better understand the components of water demand, billing, and revenue collections. Process improvements developed by this Task Force greatly enhanced the ability to forecast water revenue. Lessons learned were applicable to other utility revenue forecasting and used in the 2006 Mid-Year Fiscal Report and the 2007 Budget.

- In July 2006, work began on the City's 2006 Mid-Year Fiscal Report. After analyzing revenues and expenditures and verifying projections for the rest of the year, it was apparent that revenues were going to fall significantly short of budgeted amounts. This report served as the catalyst for significant changes in City Government in the latter half of 2006 and into 2007.
- Extensive Administrative and Councilmanic review of the Mid-Year Fiscal Report delayed work on the Mayor's 2007 Proposed Budget until mid-September. The budget process began with Office of Budget and Analysis staff preparing and distributing budget preparation packages for completion by all department directors and office heads. Personnel costs were projected by the Office of Budget and Analysis based on contractual increases for bargaining-unit employees, merit increases for management employees, projected fringe benefits costs and by direction of the Mayor. The Office of Budget and Analysis reviewed and updated methodology for creating revenue estimates for the 2007 Proposed Budget. In particular, utility fund revenues were estimated using demand data, rather than historical collections. Office staff estimated many other, non-utility revenue sources, and all revenue estimates included in the Proposed Budget were reviewed for reasonableness. The Mayor's 2007 Proposed Budget was presented to City Council on November 28, 2006. City Council held public meetings to review the Mayor's 2007 Proposed Budget throughout December and adopted an amended version of the budget on December 21, 2006.
- Numerous financial analyses were created relating to the retrofit of the Incinerator/Steam Generation Facility. These analyses incorporated actual revenue and expense data as it became available and refined projections based on various levels of plant utilization.
- The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Deputy Business Administrator's transmittal letter and the Statistical Section of the 2005 Comprehensive Annual Financial Report (CAFR). This office was also responsible for preparation of the Budgetary Comparison Schedule in which original and final budgeted revenues and expenditures are compared to actual amounts.
- The Office of Budget and Analysis performed analytical work required in conjunction with upcoming contract negotiations between the City and the International Association of Firefighters (IAFF), Local Union #428 and Capital City Lodge 12 of the Fraternal Order of Police (FOP). Many projections were developed to estimate the overall cost of changes involving salaries and fringe benefits. A contract extension was reached with the FOP, but negotiations with the IAFF continued into 2007.
- The Office of Budget and Analysis conducted extensive analyses in December 2006 related to year-end reconciliation. Budget gap analyses

were prepared for the 2006 Budget Reallocation Plan, which was submitted to City Council in late December. Council did not act on the Reallocation Plan until January 2007.

- The Office of Budget and Analysis received and completed requests from other governmental and non-governmental agencies for various reports, questionnaires and research surveys throughout 2006.

Other pertinent reports/questionnaires/surveys prepared during 2006 include:

- Final 2005 Payroll figures for the Excess Workers' Compensation Policy Audit;
- 2006 Approved Budget Payroll Figures and Number of Employees for the City's self-insured Workers' Compensation program;
- PA DCED, Bureau of Local Government Services, Statement of Taxes Levied;
- Pennsylvania Economy League, Municipal Tax Rates;
- U.S. Department of Commerce, Bureau of the Census, Quarterly Survey of Property Tax Collections;
- National League of Cities 2005 Fiscal Conditions Survey;
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment and,
- PA Department of Labor & Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey.

Debt Management:

- Calculated funding requirements and executed payment instructions on a monthly, quarterly or semi-annual basis for separate principal and interest payments on 16 bond and note issues and 6 capitalized lease obligations during 2006.
- Participated in the successful closing of the following remarketing and note issue:
 - Remarketing of The Harrisburg Authority's 2002 \$17 million Guaranteed Resource Recovery Revenue Notes on November 1, 2006.

- \$7,200,000 Harrisburg Redevelopment Authority Guaranteed Note in December, 2006 to payoff the 2006 \$7.0 million Tax and Revenue Anticipation Note.
- Updated the City's debt statement and borrowing base certificate data as of December 31, 2005, as well as demographic and financial (Appendix A) information for the above bond/note issues.

Office of Insurance and Risk Management (OI&RM):

Risk Financing:

- The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program is administered by the Bureau of Human Resources. These two important elements of the City's operation are self-funded.
- The City also experienced actual net cost savings of \$349,622.31 as a result of medical bill re-pricing for its workers' compensation program. This resulted in a 41% savings for the City.
- The PA Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City's outstanding liability for all claims reported at year-end. The estimate for the period ending December 31, 2006 was \$3,471,552. This is an increase of \$358,390. This increase is not indicative of the recent trend whereby the City's liability had previously experienced successive decreases.
- The OI&RM compiled information for the renewal application required by each of the lines of insurance coverage, and coordinated a market solicitation conducted by Marsh USA. All insurance renewals and new insurance packages were obtained for all necessary lines of coverage during this sustained hard insurance market.

Loss Control/Prevention:

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to loss. The following were the major loss control programs managed by the OI&RM during 2006:

- Conducted numerous City-wide hazard surveys to identify potential hazards that could cause injuries. All operating facilities of the City were inspected, written reports were distributed and the affected departments developed hazard abatement plans.

Conducted safety-training classes.

The training courses focused on:

- Hazard Communications
- Slips, Trips, Falls & Ladder Safety
- General Tool Safety
- Office Safety
- Heartsaver AED/CPR
- Defensive Driving
- Basic First Aid
- Work-Zone Safety
- Fire Extinguisher Use
- Fork-lift Safety

A total of 173 employees received job-related safety or health-related training. The average class size was 12 employees.

- Liability training for new police officers, sponsored by St. Paul Insurance was held.
- The Accident and Illness Prevention Program was monitored for compliance. Continued emphasis was placed on the prevention of incidents where an employee may become injured. All the Health and Safety Committees were monitored to assure that dangerous and unsafe working conditions continue to be identified and rectified through a cooperative effort between supervisors and employee representatives.

Claims Management:

- OI&RM is responsible for claims management City-wide, including the reporting of all incidents that will generate a claim against the City. Incidents require investigation, monitoring and notification of the appropriate insurance company or, in the instance of self-insurance, the third-party claims administrator.
- The following are the types and frequency of claims managed by the OI&RM:

	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>
Automobile Liability	36	66	86	105
General Liability	20	32	46	39
Property	1	0	5	2
Work Related Injuries	*255	**206	***209	****264

*During 2006 there were 89 incidents reported as precautionary only.

**During 2005 there were 57 incidents reported as precautionary only.

***During 2004 there were 68 incidents reported as precautionary only.

****During 2003 there were 80 incidents reported as precautionary only.

- There were 34 incidents during 2006 that were under the City's deductible for insurance coverage with resultant damage to City-owned property. During 2005, there were 38 incidents, and in 2004, there were 42 similar type incidents.
- There were 39 incidents that the OI&RM was able to subrogate against other parties. This process of billing and collection activity resulted in the recovery of \$72,265.69.
- The OI&RM was actively involved in the management of Workers' Compensation and Heart and Lung claims. Managing these claims was the single most complicated activity of this office. The Heart and Lung program is a statutorily-required benefit for the City's Police Officers and Fire Fighters, providing supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.
- The OI&RM continued to effectively monitor the designated physicians list in an effort to provide an optimal number of medical care providers for the medical treatment of City employees who sustain a work-related injury.

Risk Management:

- The OI&RM was responsible for providing the City's auditors, rating agencies, and other interested parties with insurance-related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations.
- This office also rendered professional risk management services to the Harrisburg Civic Baseball Club (Harrisburg Senators), Harrisburg City Island Catering, The Harrisburg Authority, The National Civil War Museum, and The Harrisburg Redevelopment Authority. These civic organizations requested and received assistance relating to many diverse insurance-related concerns.

Risk Transfer:

- In addition to the OI&RM's efforts to coordinate the renewal and financing of each line of insurance coverage as one way to transfer risk, the OI&RM reviewed and made recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its vendors and contractors. All City departments were provided some assistance as they developed requests for proposals concerning the award of contracts to independent contractors during 2006.

The Office of Insurance and Risk Management was closed October 26, 2006 due to fiscal constraints.

Pension Administration:

- Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990). Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and, therefore, eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$2,829,326 in State aid for its pension plans in 2006.
- The Deputy Business Administrator's Office oversaw all activity of the Police Pension Board whose investment portfolio market value increased from \$64,163,745 at December 31, 2005, to \$68,920,712 at December 31, 2006, an increase of \$4,756,967 or 7.4%. This performance ranked the Police Pension Fund in the top 47% of the public sector universe whose portfolios were less than \$75 million over this past year, in the top 17% over the last three years and in the top 26% over the last five years. The portfolio's 2006 performance followed a 4.3% return on investment during 2005.

Purchasing:

- Processed 1,228 requisition/purchase orders, which entails researching for compliance to Purchasing Rules and Regulations, editing for completeness and accuracy of information, approving, obtaining signatures, mailing and distribution to agencies.
- Processed 30 public bids with 2 requiring re-bidding and 2 Request for Proposals.
- Administered the City-Wide Pager System, reconciled and processed the monthly invoices. There was a reduction of 22 pagers since January.
- Administered the City-Wide Cell Phone System, reconciled and processed the monthly invoices. There was a reduction of 8 cell phones since January.
- Registered the City in the State COSTARS program for Sodium Chloride (Road Salt).
- Completed survey from the PA General Assembly Government Commission on mandates imposed through advertising requirements and the costs associated for the years 2003-2005.
- Met with Bureau of Financial Management personnel and representatives from PNC Bank on a Purchasing Card (P-Card) Program.

- Met with various City agencies on the Request for Proposal for the City's Towing Contract.
- Attended a series of meetings with the Bureau of Vehicle Maintenance and current PACC (Pennsylvania Capital City Automotive and Equipment Contract) Contracted Vendors to review existing contract and discuss ways to improve program. Issued the Request for Proposal for 2007 and held the Pre-Bid Meeting. Opened and reviewed proposals and issued awards.
- Had several meetings with the Deputy Director of MOED, Director of DBHD and a representative from Capital Region Economic Development Corporation (CREDC) on the Capitol View Commerce Center and also received and held several bid openings on their behalf.
- Participated in a Webinar Training Seminar on the Introduction to Internet-Based Competitive Bidding for the PA Public Sector. This Webinar was designed to introduce PA's local government to the recent passage of PA Act 88 of 2006 which allows for public bidding to be conducted on the internet and for municipalities to participate in online reverse auctions.
- Assisted the Accounting and Budget Offices in the year-end process of closing-out and re-opening of essential purchase orders.
- Met with the City Solicitor and the Director of Public Works on a potential emergency situation at the Advanced Wastewater Treatment Facility to determine if it could be declared a legitimate emergency or if the project should go out for public bid.
- Met with companies interested in doing business with the City, explaining the City's policies and procedures, adding them to the Bidder's List and distributing information to City's agencies.
- Trained new users on the Pentamation Financial Management System Purchasing Module.
- Assisted the Accounting Office with the updating of the Vendor Maintenance file.
- Responded to questions and provided information regarding the Purchasing System, posed by auditors for the City's annual audit, State Liquid Fuels Audit, and various grant audits.
- Responded to various bid surveys regarding public bid project status and award information.
- Completed a Contractor Evaluation Survey for the Commonwealth of PA.

- Completed an on-line survey for Governing.com.
- Responded to bidders on Right-to-Know requests for bid results.

BUREAU OF HUMAN RESOURCES 2006 ACCOMPLISHMENTS

The Bureau of Human Resources is comprised of two divisions: the Human Resources Division and the Payroll Division. The Human Resources Division oversees and administers a wide range of centralized personnel services for City government including, but not limited to, recruitment and placement, promotional testing, health benefits management and drug and alcohol testing. The Payroll Division ensures timely and accurate salary payments and payroll deductions and manages leave benefits for employees of City government. The Director of Human Resources manages both divisions of the bureau.

Human Resources Division:

- **Recruitment and Placement** - As non-civil service positions became available throughout City government, the Human Resources Division worked toward filling the available positions in several ways. The internal bidding process was used for filling non-uniformed bargaining unit positions. Management level positions and those positions which were not filled through the internal bidding process were opened to the public via the application process. The Division was responsible for posting and advertising vacancies, accepting completed applications and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration. Available civil service positions were filled in accordance with the requirements set forth by the Third Class City Code, Optional Charter, and the applicable Harrisburg Civil Service Commission Rules and Regulations.
- **Outreach** - As a part of the City's recruitment effort to fill available positions, the Human Resources Division sent job notices to colleges, job centers, inter-denominational groups, community leaders, community groups and other non-profit and for-profit agencies. In addition, the Division advertised available positions in local and regional newspapers, trade journals and government publications, and on the internet and City's website. This extensive effort enabled the City to reach a diverse population of potential candidates.
- **Random Drug Testing** - The Human Resources Division administered the City's Random Drug and Alcohol Testing Program covering all employees whose positions require commercial driver's licenses in accordance with Federal and State law and City policy.

- **Health Benefits** - The Human Resources Division maintained responsibility for health benefits and life insurance administration. City health benefits include medical, dental, vision and prescription drug coverage for all full-time active employees and retirees.

Medical savings were realized for 2006 in the amount of \$133,347.71. This was the result of changing our administrative fee structure from percentage of claims to a Per Contract Per Month (PCPM) structure.

Dental savings were realized for 2006 in the amount of \$37,313.40. This was the result of changing our administrative fee structure from percentage of claims to a Per Employee Per Month (PEPM) structure.

- **Labor Relations** - The Human Resources Division participated in or provided assistance to the Mayor's Office for Labor Relations in preparation for labor/management meetings with Local 521 of the American Federation of State, County and Municipal Employees (AFSCME) District Council 90, Capital City Lodge No. 12 of the Fraternal Order of Police (FOP) and Local Union No. 428 of the International Association of Firefighters (IAFF). The Division also participated in AFSCME, FOP and IAFF labor contract negotiations.
- **Affirmative Action/Equal Employment Opportunity** - The Human Resources Division worked closely with the City's Affirmative Action Officer to provide equal employment opportunities during the recruitment and placement processes.
- **Applications** - As the result of recruitment activities, the Human Resources Division received 654 applications/resumes for employment.
- **New Employees** - The Human Resources Division processed 236 new employees during 2006. The following is a breakdown by position classification of new employees processed during 2006:

Elected Officials	3
Management	15
Bargaining Unit	15
Police Bureau (civil service)	16
Fire (civil service)	7
Temporary	<u>180</u>
Total	236

- **Separations** - The Human Resources Division processed 263 separations of employment during 2006. The following is a breakdown by position classification of employment separations during 2006:

Elected Officials	3
Management	44
Bargaining Unit	30
Police Bureau (civil service)	24
Fire (civil service)	7
Temporary	<u>155</u>
Total	263

- **Patrol Officer Recruitment**

On January 13, 2006, four (4) new Police Officers began their training at the Municipal Police Officers Education and Training Commission (MPOETC) Police Academy at Harrisburg Area Community College (HACC). The new recruits were selected from the Police Civil Service Commission Certified Eligibility List for the position of Police Officer that had been established by the Commission in 2005.

The City elected to participate in the Dauphin County Chiefs of Police Association's (DCCPA) Police Officer recruitment in order to establish a new civil service eligibility list. The DCCPA accepted applications for the position of Police Officer from February 8, 2006 through March 3, 2006. DCCPA received a total of 274 preliminary applications. On March 22, 2006, the Human Resources Division received a list from DCCPA containing the names and test scores of the 128 applicants who indicated an interest in employment with the City of Harrisburg on their preliminary applications.

On March 24, 2006, the Human Resources Division sent out notification letters to the 128 applicants interested in employment with the City of Harrisburg. This letter informed them of the process for making formal application for the position of Police Officer with the City of Harrisburg and the general qualifications as outlined in the Harrisburg Police Civil Service Rules and Regulations that must be satisfied in order for such application to be accepted by the City of Harrisburg.

On April 12, 2006, the Human Resources Division turned over to the Bureau of Police the application files of the top 32 candidates named on the Qualified Eligibility List to have completed background investigations performed.

During the month of May, police background investigations were completed, and the 32 files of the top applicants from the Qualified Eligibility List were returned to the Human Resources Division. Out of the 32 applicants, two (2) applicants withdrew, six (6) applicants were disqualified, and 24 applicants remained eligible for pre-employment interviews.

Five (5) of the six (6) applicants disqualified during the background investigations filed timely appeals to their disqualifications. On May 22, 2006, the Police Civil Service Commission held appeal hearings for these five (5) disqualified applicants. Four (4) appeals were denied and one (1) appeal was sustained and the applicant's name was reinstated on the Qualified Eligibility List and became eligible to proceed to the pre-employment interview.

Pre-employment interviews were conducted May 23rd through 25th for the 25 applicants. Out of the 25 applicants, one (1) applicant withdrew, two (2) applicants didn't appear for their pre-employment interview, and one (1) applicant was disqualified.

On May 25, 2006, the Police Civil Service Commission established a new Certified Appointment Eligibility List for the position of Patrol Officer containing the names of 21 candidates who successfully completed all requirements for inclusion on the Certified Eligibility List.

On May 30, 2006, conditional offers of employment were extended to 14 candidates. One (1) conditional offer was rescinded as the result of the applicant failing the pre-employment physical.

On June 17, 2006, the Police Academy pre-entrance reading and physical fitness tests were conducted on the 13 applicants. One (1) applicant failed the Police Academy pre-entrance reading test.

On July 5, 2006, 12 new Police Officers began their training at the MPOETC Police Academy at HACC.

- **Firefighter Recruitment**

On January 27, 2006, conditional offers of employment were extended to seven (7) candidates. On March 5, 2006, one (1) recruit rescinded his acceptance of the City's conditional job offer due to a recent accident. Six (6) new Fire Fighters began their training at the Fire Academy at HACC on March 6, 2006.

Effective September 5, 2006, through September 29, 2006, the Bureau of Human Resources Division accepted applications for the position of Firefighter. The Human Resources Division received 141 applications. Out of 141 applicants, 125 sat for the written examination. Out of 125 applicants who sat for the written examination, 78 applicants passed and 47 applicants failed.

The top 21 applicants were notified to report for the physical ability test on October 23, 2006. Out of 21 applicants, 16 applicants passed, two (2) applicants failed, and three (3) applicants did not appear.

On November 5, 2006, the Fire Civil Service Commission held an appeal hearing for an applicant who was disqualified as a result of not appearing for the physical ability test. The Commission sustained the appeal and the applicant's name was reinstated to the Qualified Eligibility List. This applicant passed the physical ability test and became eligible to advance to the next step in the recruitment process, the background investigation.

Background investigations on the 17 applicants who passed the physical ability test continued during the month of November and December. Two (2) applicants withdrew from the process and two (2) applicants were disqualified as a result of the background investigation. Thirteen (13) applicants remain eligible to continue to the next phase of the recruitment process, the pre-employment interview, pursuant to the Fire Civil Service Rules and Regulations.

- **Codes Enforcement Officer** - On April 18, 2006, a conditional offer of employment was extended to the sole candidate on the Certified Eligibility Appointment List for the position of Codes Enforcement Officer. The candidate passed the pre-employment physical examination and began employment with the Bureau of Codes effective May 15, 2006.
- The Human Resources Division also provided assistance to managers and supervisors in the administration and enforcement of certain policies including, but not limited to, the City's Family and Medical Leave Policy, American's with Disabilities Act Policy and the Alcohol Misuse and Anti-Drug Program Policy.
- The Human Resources Division maintained the official personnel files for all City employees. The Division also maintained and updated the health benefits records for all full-time employees, and maintained and updated the disciplinary reports for all police and fire employees. In addition, the Human Resources Division processed 1,583 Payroll Action Forms in 2006.

Payroll Division:

- The Payroll Division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions as well as for employees' voluntary deductions. The Division continued to utilize the computerized timesheet application that was written by the City's Bureau of Information Technology and payroll software from Automated Data Processing (ADP). In addition to accurate biweekly payroll processing, the Division was responsible for the timely transmittal/impoundment of all funds related to mandatory and

voluntary payroll deductions and distribution of annual W-2 Forms in accordance with the law. Additionally, the Payroll Division maintained the leave records for all full-time and permanent part-time employees.

BUREAU OF INFORMATION TECHNOLOGY 2006 ACCOMPLISHMENTS

Revenue:

- Created reports for the Auditors and Dauphin County showing how the 2005 Emergency and Municipal Services (EMS) Tax Rebates were applied to outstanding delinquent taxes. Issued final disbursement checks that remain due to address changes and stale dated checks.
- Attended meetings with the Revenue Task Force and developed reports on water consumption, number of accounts and revenue.
- Revised Operations and Revenue Collector Screens and reports to accommodate any number of water shutoff assignments per collector to balance their workload.
- Modified Water Shutoff Letters to add customer service representative's name and telephone number. Added Operations and Revenue Supervisor Screens to maintain updates to collector's names and phone numbers.
- Developed a Water Meter Base replacement screen and a Water Meter Head replacement screen to be used by the Bureau of Operations and Revenue and the Bureau of Water. This allows the water meter base or head to be independently changed.
- Designed an application to allow utility customers to pay their bills via Automated Clearing House (ACH) processing. Customers can provide their checking account number to have their utility payments automatically deducted on the due date of the bill or bi-weekly. This application eliminated need for employee payroll deductions of utility bill which were time-consuming and labor intensive.
- Developed a program that sorted the Mercantile Business Tax Forms in zip code sequence, to be run through Pitney-Bowes Software to get discount on postage.
- Created a program to print a final Mercantile Consolidated Invoice with penalty amounts for the delinquent accounts.
- Altered programs to print Mercantile, Health and various other applications on Avery Labels using laser printers. Discontinued printing labels on Older Mainframe Printer due to the high cost on maintenance.
- Revised Downtown Improvement District Tax Forms to accommodate additional penalties.

- Developed a Monthly Report on Nonconforming Property Use for the Department of Building and Housing Development.
- Modified Treasury Invoice Search Screen to add date paid, invoice amount and display voided invoices. The modification allows users to easily see the status of an invoice; without having to forward through three to four screens.
- Revised Treasury Reports to break out ACH payments in order to reconcile the revenue to the monthly bank statements.
- Created Workers' Compensation Claim reports for the Office of Insurance and Risk Management. These reports track employees that are back to work but with restrictions.
- Created a field in our Human Resources application to keep track of applicants who have participated in the Army PaYS Program. This unique program is part of the Army's effort to partner with America's business community and re-connect America with the Army.
- Provided various reports to the Business Administrator to satisfy City Council requests for information during budget hearings.
- Allowed the Codes Office to accept check payment processing for Electrical, Plumbing, Low Voltage and Dumpster Permits; which eliminates the customer from running back and forth between Treasury and Codes Offices.

METRO (Public Safety Informative Resource Network):

- Developed programs to transfer data between our mainframe, new LIVESCAN (finger print) and Mug Shot System. The data is entered once into our mainframe system then transmitted to the LIVESCAN, Mug Shot System and Pennsylvania State Police (PSP).
- Created reports on Crime Statistics for Shippensburg University, U.S. Federal Marshall's Office, Office of the Attorney General and various outside Policing Agencies.
- Created and revised programs to process Subpoenas due to Dauphin County's new Court System software package.
- Added programs to handle the new handicap application fees, the assignment of handicap permits and tracking of signage.
- Revised programs to automatically assign a follow-up report on missing persons to the Criminal Investigation Division.

- Created a report of arrests by time and day of week, for the last year, to aid in determining the need and duration of Night Court and arraignments. This report was useful in changing the hours that District Magistrate's are present in Night Court.
- Assigned METRO Programmer, Larry Eikenberry, to review software and attend committee meetings for Dauphin County's search for a county-wide police report management system.
- Created a program to send adult and juvenile arrest reports to the City's Document Imaging System (via Cold Module).
- Revised warrant system and programs to accommodate record changes in data received from the Administrative Office of Pennsylvania Courts (AOPC).
- Created programs to receive current address corrections from Pennsylvania Department of Transportation (PennDOT) and, from the Pennsylvania Justice Network (JNET), which is the Commonwealth's primary public safety and criminal justice information network.

Network/Server:

- Upgraded Dialogic Communicator Software. The Communicator! Is Dialogist's emergency notification system that has the ability to automate virtually any manual notification procedure. This system includes notification of first responder, employees/personnel or entire geographic areas for inclement weather, HAZMAT incidents, utility outages, security breaches, evacuations, military recall and community policing, to name a few.
- Implemented and tested backup recovery plan for mainframe at IBM hot-site. This involved both the mainframe and the network team, as hardware needed to be configured and in place to allow for remote communications to the hot-site.
- Configured and installed two new domain controllers in preparation for the implementation of Windows 2003 Active Directory.
- Upgraded domain controllers to Windows 2003 Active Directory. This was necessary as the previous server operating system was obsolete and no longer supported. Domain controllers are the components that authenticate users, manage user accounts and group policies, as well as providing users the ability to access to the City's network. In upgrading to Windows 2003 Active Directory, our network communication issues have been resolved. We have created a new DNS server solution, which is mandatory when upgrading to Active Directory, as it is the backbone of Active Directory and the primary

name resolution mechanism of Windows 2000 Server and Windows Server 2003.

- Completed configuration necessary to establish connectivity to JNET. This critical information comes from various contributing municipal, county, state, and federal agencies. Currently we access warrants via the Administrative Office of Pennsylvania Courts (AOPC), as well as perform a secure data transfer daily from the City of Harrisburg to AOPC providing various types of citations. Moving forward, the AOPC will require warrants to be obtained through JNET. Also worked with JNET Technical Support to establish and test connectivity in both a test and production environment.
- Upgraded existing Cisco Secure Access Control Server (ACS), as well as implemented an additional ACS server. These servers were set up as primary and secondary servers to identify and authenticate users in providing access to the City's network. Cisco Secure ACS helps to ensure enforcement of assigned policies by allowing network administrators to control who can log into the network, the privileges each user has in the network and, the ability to record security audits. This solution currently controls one's ability to establish a dial-up connection to the City of Harrisburg's network, thus providing many users with access to the City and Metro systems.
- Implemented Microsoft Windows Server Update Services (WSUS). WSUS enables IT administrators to deploy the latest Microsoft product updates to systems currently utilizing a supported Microsoft operating system. Administrators can fully manage the distribution of updates that are released through Microsoft, thus the security patches and critical updates are automatically deployed from our WSUS to the client workstations. This remote capability increases our infrastructure security, as well as provides reporting of which computers on the network may be at risk and what updates are required. Prior to this solution, IT staff manually applied these updates on a semi-annual to annual basis, due to limited staff.
- Migrated Bureau of Water data to the City's network, as the equipment and operating system utilized at this facility was obsolete and incompatible with the newly upgraded network. The purchase of new equipment would have been necessary if data had not been migrated.
- Performed installation of a new server with Windows 2003 Active Directory, as well as data migration at the Advanced Waste Water Treatment Facility and at the Incineration and Steam Generating Facility. Previous equipment and operating system were unable to support the newly upgraded network.

- Performed installation of a new server with Windows 2003 Active Directory for the Department of Parks and Recreation. Consolidated the Parks Mansion and Park Recreation data onto one server. Equipment is now located in our Data Center and has provided this Department with necessary data storage requirements.
- Performed software upgrade on Nortel Phone system server and client workstations. This upgrade has posed a number of issues in performing processes via remote connectivity. Phone administrators are able to successfully administer phone services from a central console in the Data Center.
- Prepared a configuration build and performed upgrade of Cisco Routers, as previous routers were at the end of their life cycle for both maintenance and software support. This device is the check point that allows City staff to access resources outside of the City's network and to also provide access to agencies that are paying for City related services, including the City's METRO system. The replacement of these devices has enabled us to support the growing needs of the City of Harrisburg, as well as to meet the JNET/AOPC requirements necessary for Bureau of Police operations.
- Prepared a configuration build and replaced Cisco Pix Primary and Failover Firewalls with alternative Cisco devices. These devices provide firewall capabilities, along with Intrusion Protection, VPN Services, additional security features and other capabilities that provide expandability to meet the current and future needs of the City of Harrisburg.
- Assisted PSP in implementing the AFIS Latent Fingerprint terminal in the Forensics unit. If crime scene evidence fits criteria it is scanned into the AFIS Latent Fingerprint terminal and matched against both a state-wide and nation-wide database.

HELP DESK:

- A number of enhancements were made to our hosted Help Desk Solution in the past year. The Bureau of Information Technology has received and resolved more than 2,750 trouble tickets during this year, in addition to completing a number of projects.

BUREAU OF OPERATIONS & REVENUE 2006 ACCOMPLISHMENTS

In 2006, the Bureau of Operations and Revenue collected \$27,174,645.18 in refuse, disposal, water, ready-to-serve, sewer, sewer maintenance and fireline payments. This was \$2,306,379.14 more than collected in 2005.

Collections and Customer Service:

- \$6,859,496.41 in sewer charges was collected from the outside municipalities, which is \$229,583.91 more than was collected in 2005.
- \$277,233.16 in fireline charges was collected.
- \$1,169,921.63 was collected through the Water Shutoff Program.
- \$483,397.63 was collected from large-volume accounts billed manually.
- \$1,811,127.10 was collected for water and ready-to-serve charges from Susquehanna Township accounts.
- Targeted 8,441 accounts for the Water Shutoff program, which is 1,343 accounts more than were targeted in 2005.
- Terminated water service at 960 residential and 56 commercial properties.
- Processed 2,821 settlement sheet requests.
- Collected \$308,724.52 in payments on City-held liens, and filed 255 new utility liens to protect the City's interests.
- Filed 14 liens and 24 civil suits to secure the City's cost of demolition on vacant and blighted structures.
- Filed 177 liens to secure the City's interest on accounts protected by bankruptcy and collected \$172,310.60 in bankruptcy payments.
- Received 496 delinquency inquiries from the Harrisburg Housing Authority on Section 8 properties.
- 72 properties have been qualified for Section 8.
- 424 properties have been disqualified for Section 8.
- 10 civil suits were filed against Section 8 landlords to begin the rent garnishment process.

Tax and Enforcement Office:

- The Tax and Enforcement Office collected \$2,870,768.55.
- Received \$75,934.85 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes.
- Issued 459 dog licenses generating \$6,505.00 in revenue.
- Issued 505 new Mercantile and Business Privilege Licenses, generating revenue totaling \$20,200.00.
- Connected 6 new burglar/fire alarms to the Police Communications Center and collected \$40,897.00 in burglar/fire alarm revenue.
- Issued 154 prior-year licenses, generating revenue totaling \$6,160.00.
- Issued 1,114 new Business Privilege/Landlord Licenses, generating revenue totaling \$71,280.00.

**DEPARTMENT OF ADMINISTRATION
PERSONNEL ROSTER**

Office of the Director

Linda Lingle, Business Administrator	(09/25/89)
M. Antonia Baum, Assistant to the Business Administrator	(12/19/88 – 12/15/06)
Donald Hunsicker, Confidential Secretary to the Business Administrator	(03/06/06)

Office of Affirmative Action

Joy A. Verner, Affirmative Action Officer	(12/18/00)
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Mayor's Office for Labor Relations

Jane Vonlong McCraw, Director	(04/10/95 – 10/27/06)
Jennifer Berstler, Labor Relations Assistant	(08/23/05 – 10/27/06)
Kumba Mazza, Secretary	(06/12/06 – 09/04/06)

Bureau of Financial Management

Robert F. Kroboth, Deputy Business Administrator Director, Bureau of Financial Management	(11/08/82)
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Office of Accounting

William P. Leinberger, Accounting Manager	(02/01/99)
Judith M. Bowman, Fiscal Technician II	(04/18/79)
G. Dennis Proctor, Auditor	(06/01/78)
Shanti R. Shaw, Fiscal Officer II	(02/27/85)

Office of Budget & Analysis

Michael Wood, Budget Manager	(06/27/05)
Yolanda M. Jones, Senior Budget/Management Analyst	(06/03/02 – 09/01/06)

Office of Purchasing

Mattea D. Fera, Purchasing Manager	(10/24/77)
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Office of Insurance and Risk Management

John F. Downs, Loss Control Officer	(10/10/89 – 10/27/06)
Joni R. Willingham, Administrative Assistant	(08/24/87 – 09/15/06)

Bureau of Information Technology

Steve L. Zimmerman, Acting Director/Systems Programmer	(01/22/79)
Paul C. Anderson, Lead Programmer	(11/04/81)
Carla G. DiNatale, Asst. Network Administrator	(01/19/99)
Jeffrey B. Edwards, Systems Programmer Trainee	(11/16/92)
Larry L. Eikenberry, IBM Mainframe Computer Programmer	(07/29/02)
James Furjanic, Programmer III	(05/13/96)
Joyce Hamburg, Computer Programmer	(08/12/02 – 10/27/06)
Gail R. Hendricks, Network Administrator	(09/25/00)
Michael M. Miller, Computer Operator III	(06/15/92)
Mark R. Moore, LAN Services Assistant	(07/25/05)
Ruth Ann Page, Data Processing Assistant	(06/16/03)
Joyce C. Ray, Computer Programmer/Operator III	(12/07/98)
Ross A. Sackler, LAN Administrator	(05/03/04 – 09/01/06)
Roger W. Swinehart, IBM Mainframe Database/ Systems Programmer	(08/13/03)

Bureau of Human Resources

Vincent J. Burns, Director	(08/14/95 – 09/08/06)
Deborah A. Felker, Director	(09/12/06)
Personnel Officer II	(05/19/80 – 09/11/06)
Jean Louise Ridge, Bureau of Police/Administrative Assist.	(08/09/04)
Tammy L. Barringer, Confidential Secretary	(06/28/04)

Human Resources Division

Dieu-Thanh T. Bang, Personnel Assistant II	(01/22/90)
Michael W. Hughes, Personnel Officer II	(09/12/06)
Benefits Coordinator/Privacy Officer	(09/21/96 – 09/11/06)

Payroll Division

Darlene Yingst, Payroll Manager	(01/07/97 – 10/27/06)
Jackie M. Hugney-Williams, Payroll Technician	(03/25/96)

Bureau of Operations and Revenue

Thomas A. Asman, Director	(07/03/78)
Sue A. Ruhland, Administrative Assistant/PC Specialist III	(07/21/86)

Credit Collection Unit

Stephanie J. Patton, Operations Manager	(06/23/97)
Rosemarie P. Conrad, Clerk II	(05/25/98)
Timothy Doutrich, Posting Specialist	(05/05/03)
Ellis Fulton, Paralegal	(04/15/92)
Tammy M. Evans, CSR/Account Specialist II	(06/02/97)
Scott Fraser, CSR/Account Specialist I	(09/06/05 – 11/27/06)
Tara M. Grant-Roebuck, Customer Service Rep. I	(04/04/05)
Monica Heapes, CSR/Account Specialist I	(09/19/05 – 12/08/06)
Mary M. Leap, CSR/Account Specialist I	(04/21/03 – 02/09/06)
Linda A. Modica, CSR/Account Specialist II	(09/08/97)
Wanda M. Wright, CSR/Account Specialist II	(07/02/79)

Tax and Enforcement

Steven Ketterer, Tax and Enforcement Administrator	(02/25/80)
Carrie L. McArthur, Secretary II	(06/25/05)
Brenda Reidell, Clerk Typist/Data Entry Operator	(07/08/91)

EXPENDITURE ANALYSIS SUMMARY
2006 BUDGET

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 Approved <u>Budget</u>
DEPARTMENT OF ADMINISTRATION:					
<u>0110 - Office of the Director</u>					
Personnel Services	191,226	245,948	242,615	242,281	229,039
Operating Expenses	2,857	6,412	11,600	18,829	33,319
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals:	194,083	252,360	254,215	261,110	262,358
<u>0111 - Office of Insurance & Risk Management</u>					
Personnel Services	163,331	134,600	158,580	0	0
Operating Expenses	25,909	14,473	13,330	0	0
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals:	189,240	149,073	171,910	0	0
<u>0112 - Bureau of Financial Management</u>					
Personnel Services	511,570	555,183	501,172	592,334	630,346
Operating Expenses	112,637	163,999	150,076	167,246	175,494
Capital Outlay	1,505	5,180	0	0	0
Non-Expenditure Items	<u></u>	<u></u>	<u></u>	<u>855</u>	<u></u>
Totals:	625,712	724,363	651,249	760,435	805,841
<u>0116 - Bureau of Information Technology</u>					
Personnel Services	1,022,664	1,098,541	962,974	835,878	849,114
Operating Expenses	192,011	198,464	175,137	188,291	272,800
Capital Outlay	461,441	426,541	332,434	203,134	203,134
Non-Expenditure Items	<u>0</u>	<u>-41</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals:	1,676,116	1,723,505	1,470,546	1,227,303	1,325,048
<u>0117 - Bureau of Human Resources</u>					
Personnel Services	316,734	345,420	397,341	396,100	428,255
Operating Expenses	55,292	59,945	61,705	65,818	78,495
Capital Outlay	<u>0</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals:	372,026	406,365	459,046	461,918	506,750

EXPENDITURE ANALYSIS SUMMARY
2006 BUDGET

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Projected</u>	2006 Approved <u>Budget</u>
<u>0121 - Mayor's Office for Labor Relations</u>					
Personnel Services	0	256,911	158,939	150,457	132,182
Operating Expenses	0	112,516	20,373	28,480	30,040
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals:	0	369,427	179,312	178,937	162,222
<u>0122-0128 – Bureau of Operations and Revenue</u>					
Personnel Services	1,400,542	1,178,244	1,031,252	766,803	814,450
Operating Expenses	370,414	232,148	309,428	264,066	62,923
Capital Outlay	97,579	126,495	67,500	57,572	0
Non-Expenditure Items	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,438</u>	<u>0</u>
Totals:	1,868,535	1,536,886	1,408,180	1,090,879	877,373
TOTAL DEPARTMENT OF ADMINISTRATION					
Personnel Services	3,606,067	3,814,846	3,452,872	2,983,853	3,083,386
Operating Expenses	759,120	787,956	741,649	732,730	653,072
Capital Outlay	560,525	559,216	399,934	260,706	203,134
Non-Expenditure Items	<u>0</u>	<u>-41</u>	<u>0</u>	<u>3,293</u>	<u>0</u>
TOTAL EXPENDITURES	4,925,713	5,161,977	4,594,457	3,980,582	3,939,592

POSITION ANALYSIS SUMMARY
2006 BUDGET

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 Approved <u>Budget</u>
DEPARTMENT OF ADMINISTRATION					
Office of Director	3.00	4.00	4.00	3.00	3.00
Insurance & Risk Management*	3.00	3.00	2.00	0.00	0.00
Financial Management	12.00	11.00	8.00	10.00	10.00
Information Technology	21.60	20.60	12.60	12.60	11.60
Human Resources	6.00	7.00	6.00	7.00	7.00
Mayor's Office for Labor Relations*	0.00	3.00	3.00	2.00	2.00
Operations & Revenue	<u>34.00</u>	<u>28.00</u>	<u>16.00</u>	<u>17.00</u>	<u>15.00</u>
TOTAL POSITIONS:	79.60	76.60	51.60	51.60	48.60

In 2002, four new positions were added to the Bureau of Data Processing: A Webmaster, two part-time Programmer Support positions and a Systems Programmer. In 2003, a vacant Deputy Director of Finance position was eliminated from the Bureau of Financial management. A Clerk and a Labor Relations Assistant positions were eliminated from the Bureau of Operations & Revenue. In the Bureau of Operations & Revenue, the Office of the Director was renamed to the Mayor's Office for Labor Relations and three positions were reclassified; Labor Relations Officer to Director of Labor Relations, Benefits Coordinator to Labor Relations Assistant, and Confidential Secretary to Administrative Assistant – Labor Relations Office. The 2004 Approved Budget eliminated nine vacant positions: A Graduate Intern from the Bureau of Financial Management; a Deputy Business Administrator for Data Processing, a Lead Programmer, an Assistant Network Administrator, and two part-time System Programmers from the Bureau of Data Processing; and a Deputy Business Administrator, a Deputy Tax and Enforcement Administrator, and a Receptionist/Archivist from the Bureau of Operations & Revenue. The Mayor's Office for Labor Relations was no longer included as part of the Bureau of Operations and Revenue; it became a separate office, and three positions were transferred from the Bureau of Operations & Revenue into that office. In addition, a Benefits Coordinator position was transferred from the Bureau of Operations & Revenue to the Bureau of Human Resources and a Secretary II position was transferred from the Bureau of Operations & Revenue to the Office of the Business Administrator. The Bureau of Data Processing was renamed to the Bureau of Information Technology. The 2005 Approved Budget eliminated ten vacant positions: an Auditor I and a Fiscal Technician from the Bureau of Financial Management; a Webmaster, a LAN Service Officer, and a Secretary I from the Bureau of Information Technology; and a Reproduction Technician I, a Receptionist, a Customer Service Representative/Account Specialist I, a Posting Specialist, and a Clerk I from the Bureau of Operations & Revenue. A Secretary II was transferred from the Office of the Business Administrator to the Bureau of Financial Management while the Manager of Billing Services and Quality Assurance was transferred from the Bureau of Operations & Revenue into the Office of the Business Administrator. The Office of Insurance and Risk Management was merged into the Bureau of Financial Management and three positions were transferred into this Bureau: A Risk Manager, a Loss Control Officer, and an Administrative Assistant. In addition, a Secretary I was transferred from the Bureau of Operations & Revenue to the Bureau of Building Maintenance. In the 2006 Approved Budget, five vacant positions are eliminated from the Department of Administration: a Confidential Secretary from the Office of the Business Administrator, a Risk Manager and Secretary from the Bureau of Financial Management, an Administrative Assistant from the Mayor's Office for Labor Relations, and a Paralegal from the Bureau of Operations & Revenue. In the Bureau of Information Technology, a LAN Services Officer was reclassified as a LAN Services Assistant and a Clerk II position was transferred to the Department of Public Works, Bureau of Building Maintenance. The Bureau of Operations & Revenue was reorganized, effective January 1, 2006. The Office of Billing and Central Support was eliminated. The incumbent Customer Service Representative I was transferred to the Office of Credit Collection within the bureau. The Central Support Assistant II and the Reproduction Technician were transferred to the Department of Public Works, Bureau of Building Maintenance along with the Duplication Center.

*The Mayor's Office for Labor Relations and the Office of Insurance & Risk Management were closed October 26, 2006 due to fiscal constraints.